

What's next?

UEASU Student Transformation Strategy 2017-20

About us

We're the Students' Union at the University of East Anglia.

We're the heart of student life at UEA

- We're based right in the middle of campus
- We're full of life, energy, passion and emotion
- We love UEA (it's wonderful), but we want UEA to be better

Our Purpose: We're about Students- Transforming

It's why we're here. It's why we're on the planet. It's what's different about us, distilled down into one phrase that's easy to understand and remember. It's our one-line pitch.

Students- Transforming

- We are students learning and developing through opportunities to do things
- We are a Union, run by students, and we change every year as students change
- Through our Union we are changing our course, our community and our world

What we are

- We're a charity- any money we make is spent on students
- We're a mutual co-operative- we're run by students for students
- We're an independent part of the university- always on students' side

We're an autonomous, integral part of UEA

- University= Head. SU= Heart
- University= Formal. SU= Informal
- University= Traditional. SU= Radical

Our Principles

These are beliefs that we hold dear and would stick to no matter what, even if it cost us money. Just like a person.

- Engagement
- Representation
- Opportunity
- Inspiration
- Diversity

How we act

- **Student Focus:** We put students first, recognising the needs of students and delivering accordingly.
- **Inclusivity:** We understand equality and diversity to strengthen positive engagement with students and teams in all SU activities and services.
- **Personal Effectiveness:** We consistently role model high standards and good practice.
- **Impact Focus:** We maintain a commitment to targets, results and impacts, striving consistently to achieve them.
- **Political Awareness:** We appreciate and support the democracy that our SU is.
- **Champions:** Our people take personal responsibility for the part they play in the organisation, its mission and values, its ethical and environmental impact, the student body and wider society.
- **Communication:** We provide clear, consistent and appropriate messages at all levels of our SU and beyond.

Our accolades and awards

- We are rated as "Excellent" NUS' Quality Students' scheme for our Strategic Planning, Governance and Democracy, Representation and Campaigning, Participation and People.
- We are an accredited Living Wage and Wagemark employer.
- Our work to improve the student experience saw us win the 2017 NUS Award for Education.
- We've also won awards for our Equality and Diversity strategy, Liberation Work and Venues.

Who are our members?

Key Facts

Student population: 15,058
Undergraduate Students: 10,919
Postgraduate Students: 4,139

Under 25	78%
Disability	12%
BAME	27%
Women	61%
LGB	7%
International	19%

Our Student Segments

Movers and Shakers

16% (16% UG, 12% PG)

I get stuck in at Uni. I'll take responsibility, take action on things I care about and want to make a difference. I prefer live music to clubbing.

Study Focussed

21% (20% UG, 27% PG)

I'm really into my subject and I'm really focussed on my future career. I tend to spend more time on study than socialising, sport or societies. I push myself quite hard.

Chilled

20% (19% UG, 23% PG)

I'm not so keen on clubbing and drinking as others, and I have a small circle of friends. I like my own time and space. I'm into exercise and spend quite a bit of time online on my interests.

Involved Intellectuals

28% (27% UG, 31% PG)

I like an intellectual challenge. I know who I am and where I'm going. I prefer pubs to clubs, I like my subject and I have goals. I think it's important to act to help others.

Happy Hour Herd

15% (18% UG, 7% PG)

I have a busy social life and socialise most evenings. I like stuff like clubbing, going out and Sport. I was attracted to UEA by its social atmosphere.

What are our members priorities?

What students love about UEA

1. Course and Teaching
2. Norwich as a City
3. Security and Safety
4. Night Life
5. Clubs and Societies

What disappoints students about UEA

1. Non academic support
2. Volunteering opportunities
3. Daytime social facilities
4. Transport
5. Campus IT support/facilities

What do UEA students worry about?

1. Academic Achievement
2. Cost of Living
3. Mental Health & Wellbeing
4. Career Prospects
5. Friendship

Where do UEA students want to see investment?

1. Library
2. Social Learning Space
3. Counselling & Wellbeing
4. Learning Resources
5. Better IT

Their Favourite SU Goals

1. Cost and quality of food and drink
2. Improve links to future careers within courses
3. Help students make their finances go further
4. Increase provision of fresh and healthy food on campus
5. Increase the number of part time jobs for students at a good wage

Their agenda for the City

1. Better travel and buses
2. Deeper links between Norwich businesses and the academic experience
3. More part time work
4. Safety and street harassment
5. Facilities in the centre

2016-17 A year in Review

317 Clubs, Societies & Groups

More per student than any UK University

249 Societies involving 6777 students

62 Sports Clubs involving 3393 students

6 Media/Peer Support Groups involving 673 Students

871 Student Led Events Booked

The LCR & Blue Bar

The biggest multi level nightclub/gig venue in the SU sector

2400 Capacity Club nights, 1500 Capacity Live Music

Student Staff

More student staff per £1 turned over than any UK SU

£1.2m returned to students in wages

1,360 students have had a job with the SU this year

£50,000

Amount raised for charity by UEA's own Pimp my Barrow in the last 5 years

5120

Students voting in SU elections

£0

The cost of printing in Union House

5613

Number of "Quality Conversations" SU Staff have had with members

50

Wins that the SU Officers secured by lobbying the Uni on your behalf

91%

Percentage of SU staff that believe we value Equality & Diversity

558

Student houses accredited through SU standards scheme

Then on next page:

Across UEA:

- We delivered three major student experience projects- a review of the experience of associate tutors at UEA, a review of the placement experience for students to improve experience and support, and a student experience report covering everything from teaching and learning to timetabling.
- We secured over 50 wins for students, (including a major increase in Library study space, more resources for trained people and better processes when/if students report or disclose sexual harassment/assault and ensuring the library bus more e-books to make sure that core texts available. We also lobbied for and agreed a new UEA wide mental health plan for students.

In Opportunities:

- We supported a record breaking 249 societies to thrive (now the most societies per student of any UK University), saw membership of groups grow to new heights (6777 societies, 3393 sport, 573 media) and involved dramatically more postgraduate, international and health sciences students through dedicated programmes.
- We launched a student Skills Training programme directly related to our opportunities offer, launched a new Student Events Support service making it easier than ever for students and student groups to put on events on campus, and supported groups to hold online elections with new positions in all groups focussed on first years and women in leadership.

In Social Enterprises:

- We completed pricing and range reviews, focussed on margins, ensured our wage ratios and GP saw us operating as efficiently as possible, increased our income from marketing and advertising, and delivered £1.4m contribution to the SU's finances to spend on student advocacy and opportunities.
- We developed a low cost "Value" offer across our outlets ensuring students can access the essentials of student life at a price they can afford, introduced successful new hot food offers and worked with student managers to develop and launch service promises in all our outlets- getting queue times down and satisfaction up across the SU by publishing feedback and stats.

In Advocacy:

- We published a Student Experience report with over 80% of our recommendations acted on, had a "Quality Conversation" with over 300 students every week on key student life issues that need policy change, launched impactful research on Health Sciences students and Associate Tutors, and developed the student representation code with new standards.

- We launched service promises in our Advice and Housing functions, piloted a new student led student buddy scheme to reduce drop out, began to convert our casework into policy work, and embarked on a new partnership with UEA's Student Support Service, working together to prevent problems, use resource efficiently and enhance input into services.

And within the SU:

- We completed additional building work to improve the accessibility of Union House, refurbished key areas to ensure the building always looks "Brand New" and embedded work on NUS' Green Impact scheme on waste, travel, procurement, biodiversity, and energy use.
- We developed and agreed a Union wide staff wellbeing plan improving happiness and improving social opportunities for staff, introduced quarterly performance reviews to improve feedback from managers, and invested in management development at all levels of the organisation.

Harnessing the power of students

Last year we set out to build a stronger relationship with our members:

- To understand more about our members lives and concerns (rather than their opinions on us)
- To develop a “whole organisation” commitment to membership understanding and relationship
- To systematically secure changes and improvements to the student experience based on intel and data

This involved:

- An “all officer” plan to listen to and talk to students beyond the usual suspects
- A clear strategy to communicate to students the representative work our officers were undertaking and the link to student lives with blogs and social media
- A commitment to over 5,000 “quality conversations” between SU staff and students (every staff member takes part every week) on key student experience issues
- High profile days and weeks focused on student participation in student experience issues (ie education issues polling; “who should pay” week focussed on hidden costs etc)
- A new online system for systemic recording of and follow up on student feedback, complaints and issues with the University
- Moving to an “assertive partnership” model for interactions with University decision makers
- A major SU “student experience report” with recommendations for University change
- A “whole organisation” commitment to relationship building with students with all departments and areas responsible for development of bespoke strategies for student involvement
- Internal agenda planning around every University committee and decision maker focussed on potential improvements and wins
- Dedicated student experience reports and strategies for postgraduates, international students and health and social care students (all under-represented in decision making)
- The roll out of a “Student Manager” scheme across commercial outlets to focus on gathering and dissemination of student feedback and input
- A review of SU student leadership positions and structure to enable more students to get involved

We’ve secured over 50 student experience wins, including:

- Major increase in Library study space
- More resources for trained people and better processes when/if students report or disclose sexual harassment/assault
- Timetabling review
- Teaching room issues reporting service
- Extra PG computers and integrated masters access
- Increase in number of counselling sessions per student
- Halving counselling waiting times
- Review of nursing and midwifery placements
- Change in regs to allow students to fail a module
- Review of schools with feedback satisfaction scores lower than average with clear action plans to improve.
- Roll out of e-submission and e-marking Paid student course reviewers
- Community-based student safety project
- Student Finances review group to fix hardship issues
- Mandatory training for academic advisors before they start, focus on mental health.
- Review of all PGT programmes given findings on skills development.
- Library buying more e-books to make sure that core texts available. Creation of “Pop Up” PC labs around campus this spring.
- Conversion of key spaces (with better seating and sockets) for social learning use.
- Recorded lecture programme
- Uni commit to looking at cost of participation in modules to get costs of reading and printing down
- System where module designers have to think about Equality and Diversity.
- A proper new mental health plan, with better counselling, more preventative stuff and a cross campus approach joining up schools and services.
- Commitment from Uni to review schools with marking fairness satisfaction scores lower than average

Plus impacts on the SU itself:

- % Students agree that SU effective at representing academic interests- 79%¹
- Record election turnout ²
- Development of a new student leadership programme
- New student leadership structures with over 200 new positions
- Staff survey- “People in this organisation have a shared sense of purpose” +20% on last year to 80%³

¹ Alterline SU research January 2017

² 5011 across all elections in 2017

³ UEASU Staff Engagement Survey Spring 2017

Our Strategy

The Student Transformation strategy sets out UEASU's strategic direction for the next few years. It has been designed to inspire our students and staff, demonstrate our charitable purpose and highlight our ambitions to our members and funders.

It's the product of an annually updated strategic exercise that involves rolling consultation and a strategic analysis exercise.

It's ambitious, practical and focussed around our purpose- Students Transforming.

A different way to do strategy Most charities spend months developing a Strategic Plan once every five years, but all too often it sits on a shelf and is hopelessly out of date after the first year. We know that we have to be faster and more nimble without getting bogged down in the day to day.

So at UEASU our student led Trustee Board have decided to do things differently- putting in place an annual rolling programme of consultation and strategic analysis that means we always have an inspiring three year vision and a detailed plan for the year ahead.

We also don't think that changes that the University, or Government, or wider society, should be just left to annual student officer campaigns. So we also have a strategy that focusses on changes we know students want to see and will want to see whoever wins our elections or turns up to our Union Council.

What's it all about

First we **think**:

- **Horizon** We try to think about what's going on around us- in society, in education, in the community and in the University- and we think about where we might change that or how it could impact on us
- **Review** We review and evaluate what we do and try to make improvements that students have prioritised. We look at strengths and try to maximise them, and we look at weaknesses and try to make them better
- **Ideas** We gather ideas from students, volunteers, activists, officers, staff and other SUs and we don't dismiss ideas that sound "out there"
- **Analysis** We think about ideas, issues and problems and try to figure out if they'll work for us. And we try to get under the skin of issues and problems when we're trying to solve them.

Then we **plan**:

- **Opportunities and Threats** We do our best to grab opportunities if they come by and save time to head off threats to the student body or the SU
- **Ambitions** We have a bunch of ambitions that we have for our organisation- what we'd like to be like and be able to do in an ideal world
- **Intentions** We have things we're intending to get done over a three year period
- **Plans** We have detailed plans for what we're going to achieve in the year ahead
- **Targets** And we have ways of measuring the outputs and impacts our plans will have

Our relationship with UEA: An assertive partnership We love UEA- but we want UEA to be even better. Our relationship with the University is complex; we advocate for our members to it, but it is also our main funder and one of our regulators. We rely on the University for the buildings we occupy, capital expenditure for major projects and also for on-going funding for our operations.

There's a really stale debate out there about whether SUs should be in the pocket of their parent institution, or constantly at loggerheads. The University Vision for 2020 says that "we'll challenge established practices, disrupt the status quo and develop new ways of doing things to help our students succeed".

At UEASU we're all about developing an assertive partnership between the SU and the University- acting as an autonomous agitator for students within the corporate ambition of the University. That means:

- Working closely and jointly on key projects like employability, enterprise or volunteering
- Helping to supply valuable student insight and evidence into the University's quality improvement processes
- Questioning perceived wisdom and experience to ensure policies and delivery changes are carried out in the best way for students
- Praising the University when it gets things right, holding the University to account when it gets things wrong, and making sure it does the right thing through lobbying, campaigns and student action

Transforming Equality Our vision for equality is clear; we believe that the diversity of our students strengthens our community. This is why we have put equality at the heart of everything that we do.

We have dedicated strategies for Postgraduate, International and Health Sciences Students. We've also developed a cross cutting Equality and Diversity Strategy that impacts on everything we do at the SU.

We understand that getting equality right has the power to transform the lives of students both whilst at UEA and beyond. By doing so, we enable students to play an active role in shaping their course, their community, and their world.

Equality means treating everyone with fairness, respect and recognising the needs of students as individuals. We want to bring every student onto a level playing field, by addressing existing disadvantages that affect how students participate in society. We want to transform equality.

Scanning the Horizon

The Wider World:

Post the Brexit vote, we may well be at the end of a 30 year political consensus on social and economic affairs. While a new model emerges, the country is set to lurch from minority government to minority government, which presents the prospect of significant threats and opportunities to both students and students' unions. The need to be nimble and agile to ensure we take advantage of opportunities and see off threats is therefore more important than ever- as is the need to be closely connected to other SUs, wider society and Europe.

Higher Education:

Even pre-Brexit the HE sector was going through rapid change, with a new Teaching Excellence Framework based on metrics replacing existing methods of assuring quality in Universities that will challenge the role of SUs in providing the student voice. There's a bleak medium term financial picture for Universities caused by reduced research funding and poorer student recruitment from each of the key student markets. This should cause us to be cautious with SU finances in the medium term and ready to defend the student interest in the event of budget reductions around the University. And University fees are back on the table- we need to be ready to contribute to the debate and ensure that access funding is protected in any revised model.

Our Student Opportunities:

Some of our students are able to take advantage of the extra-curricular opportunities UEA offers but many are time poor or are on programmes that prevent participation. UEA's Graduate Employment statistics hold it back from getting "TEF Gold" and students consistently feed back that they are worried about work, both while they are on their course and after graduation. And research suggests that participation in our activities isn't diverse enough, with many students missing out on the friendship building aspects of activities altogether- and we're missing out on talent from under represented groups.

Our Student Advocacy:

We've done deeper research into our students this year and that's helping us (and the University) adapt services and plans to meet the needs of our members. Despite major strides forward we know that students still think that we ban too often and consult too little. We know that when students want help, they turn to other students first and this needs to be central to our plans. And too few students are aware of their rights as a student, tenant or employee- or how to enforce them.

Our Social Enterprises:

We know students love the SU and the LCR, but our entertainments programme is not seen as diverse and many students go elsewhere. Some students are under real financial pressure, and they're demanding faster change to our services and value across our services. Crucially, expansion means there's 1,000 extra students at UEA come September and our services need to be able to serve them in their volume and diversity.

The UEA Student Experience:

The University's Vision says that students will have "heightened student expectations - as students are increasingly likely to demand the best choice, value and highest quality. They will review and share accordingly". They're right. UEA has some student experiences issues it needs to fix, needs to be ready to tackle the looming cost of living crisis that will bite during the life of this plan, and needs a plan to retain and improve its league table positions. Although UEA is a TEF Gold institution, NSS tells us that there are problems that need fixing (especially on assessment and feedback), and the University will also have to respond to student contracts and implement (at subject level) the Teaching Excellent Framework in coming years- students will need to know their rights (and how to enforce them) and will need a counterbalance to individualism, consumerism and an over-reliance on league tables and metrics.

The SU itself:

The SU now has good processes and management, a strong team of staff, volunteer and officers and a stable financial model. However we're still heavily leveraged on our trading activity, our corporate governance isn't open and involving enough, and our staff are telling us that their wellbeing and training and development needs are not being fully met. We also need to ensure that we're keeping up with the latest developments in IT to ensure we are being as efficient and engaging as possible.

Student Opportunities- Beyond your degree

Our role

We run the best range of student opportunities in the UK, no argument. We provide opportunities to learn skills, make friends and become more employable. And we provide student employment that's fun, well paid and transformative.

The context

Some of our students are able to take advantage of the extra-curricular opportunities UEA offers but many are time poor or are on programmes that prevent participation. UEA's Graduate Employment statistics hold it back from getting "TEF Gold" and students consistently feed back that they are worried about work, both while they are on their course and after graduation. And research suggests that participation in our activities isn't diverse enough, with many students missing out on the friendship building aspects of activities altogether- and we're missing out on talent from under represented groups.

Our ambitions

- We want every student at UEA to take part in extra curricular opportunities, ensuring activities are student led and high quality.
- We'll support all student volunteers, activists, leaders and staff to use their experience taking part in student opportunities to benefit them in later life.
- We'll be an exemplar in relation to activities safety and risk assessment, and our facilities will be geared around the needs of our active members.
- We'll support the full breadth of student diversity to take part in the most diverse set of activities possible, reducing barriers to involvement and setting and meeting targets related to diversity.

In 2016-17:

- We supported a record breaking 249 societies to thrive (now the most societies per head of any UK University), saw membership of groups grow to new heights (6777 societies, 3393 sport, 573 media) and involved dramatically more Postgraduate, International and Health sciences students through dedicated programmes.
- We launched a Student Skills Training programme directly related to our opportunities offer, launched a new Student Events Support service making it easier than ever for students and student groups to put on events on campus, and supported groups to hold online elections with new positions in all groups focussed on first years and women in leadership.

In 2017-18:

- We'll transform the "low commitment" extra curricular opportunities offer across UEA- combining our "Give it a Go" programme with "Do Something Different Week" to create a year round programme of activity involving hundreds of University and community partners, culminating in a week long festival in term two.
- We'll set and hit new targets for participation in Societies, Student Media and Student Enterprise- improving development planning support, back end systems and diversity analysis/action- and we'll use tech to make it easier than ever to find others that want to collaborate on a project, group or activity.
- We'll work with partners at UEA and in the city to develop and launch a new Student Employment Agency- improving the range, quality and pay of part time work opportunities taken up by students, offering exemplar recruitment and selection practice and enabling students to boost employability from their experience.
- We'll develop a year round Student Events Strategy- improving support and coordination for flagship events like PMB, ZigZag and Go Global, creating at least three new major events and we'll introduce an event maker volunteer programme to help students develop skills in event planning, organisation and management.
- And building on BUCS' "Take a Stand", we'll work with UEA to launch a programme of positive culture change within Sport- using events and activators to focus on team work, social leadership, Equality & Diversity and performance, and collaborating on a new UEA wide conduct and behaviour framework for student groups.

In 2018-20 we'll go further:

- We'll take the lead at UEA on Community Action and Volunteering, improving the positive impact students have on the region- developing access to students for community groups and organisations, increasing the volume of student fundraising activity, and working on a community organising strategy to tackle community wide issues.
- We'll be a delivery partner in UEA's new strategy for Student Sport- where we're pushing for better club development, increased grant and capital funding, improved involvement in decision making by students, better access to facilities and provision for PG and health students that meets their needs.
- We'll boost up our work on Student Enterprise- working with UEA's careers service and Norwich's SME community to improve and expand support for students wanting to build social enterprises through competitions, campus markets, project support and SU outlet stockist opportunities.
- We'll develop a deeper understanding of friendship at University and the impact upon success rates, drop out and graduate employment, creating activities and programmes for those that miss out- and we'll establish a fund to support students who face financial barriers to getting involved with extra curricular activity through our own SU opportunities access agreement.

The impact- by 2020:

- 80% of students will be registered as having taken part in a UEASU opportunity (Now- 69%)⁴
- 85% of those students will agree that taking part has helped them learn, develop and grow (Now- 80%)⁵
- UEA's DLHE statistics will have improved, with its graduate prospects in the top 20 of UK Universities (Now- 50th)⁶

⁴ Unique students registered on uea.su as part of a society, club, enterprise, student media or PG/International activity

⁵ UEASU Societies satisfaction survey 2017

⁶ Complete University Guide University League Tables 2018

Student Advocacy- We've got your back

Our role

We represent and campaign to give students power over their education. We help students to help other students. And we sort (and prevent) students' problems with help, advice and support.

The Context

We've done deeper research into our students this year and that's helping us (and the University) adapt services and plans to meet the needs of our members. Despite major strides forward we know that students still think that we ban too often and consult too little. We know that when students want help, they turn to other students first and this needs to be central to our plans. And too few students are aware of their rights as a student, tenant or employee- and how to enforce them.

Our ambitions:

- We'll provide unrivalled support, training and development for student representatives and activists to change their course, their community and their world.
- We'll use evidence and research from the whole student body to promote, defend and extend the rights of students.
- Throughout UEA, students will work in partnership with academics and administrators to develop proposals and solve problems.
- We'll provide an independent, flexible and effective student advice and advocacy service that uses stats and stories to drive policy change.

In 2016-17:

- We published a Student Experience Report with over 80% of our recommendations acted on, had a "Quality Conversation" with over 300 students every week on key student life issues that need policy change, launched impactful research on Health Sciences students and Associate Tutors, and developed the student representation code with new standards.
- We launched service promises in our Advice and Housing functions, piloted a new student led student buddy scheme to reduce drop out, began to convert our casework into policy work, and embarked on a new partnership with UEA's Student Support Service, working together to prevent problems, use resource efficiently and enhance input into services.

In 2017-18:

- We'll review structures and systems to ensure we're working on the issues that matter most to students- increasing the use of consultation, polling and debate (especially over controversial issues), and developing innovative ways to involve students in formative policy development discussions about their lives, their interests and the student experience.
- We'll finalise and launch a student insight strategy- with a new national SU research partnership, on campus segmented research generating rich understanding of the lives and experiences of students, a UEA student opinion panel to gather regular feedback, and a new partnership with UEA's Business Intelligence Unit on consultation planning, data access and support.
- We'll roll out our Lead:Change programme and wider Student Leadership review- involving hundreds more students as leaders, diversifying our participants, enhancing their skills and dramatically increasing the control that students can exert on their SU.
- We'll enhance peer support- delivering a full launch of our buddying scheme, piloting a new scheme inviting UEA's alumni to support students entering their final year, reviewing and enhancing our support for Peer Support Groups in conjunction with UEA's Student Support Service, and negotiating powerful new statutory societies for each of our Liberation groups.
- We'll reshape our Advice Service around student protections by clarifying and promoting new rights emerging from consumer law, supporting students to make complaints where justified- and we'll promote rights work about employment and housing too.
- We'll run a series of projects focussed on improving support for student representation & feedback, improving the effectiveness and student awareness of institutional level representation and improving the dissemination of its impacts; identifying top student issues for action at school, faculty and institutional level; establishing significant education policy focussed conference events for reps; empowering reps to intervene on improvements required from subject level TEF; and ramping up student involvement in course review.

In 2018-20 we'll go further:

- We'll launch a new student:community compact- focussed first on housing, working with the council and the HEIs to ensure that supply outstrips demand as the University expands, seeing off damaging HMO regulation, gathering student feedback on landlords and improving the scope and reach of our housing accreditation scheme.
- We'll work with Student Support Services to implement lessons from our HEFCE funded "changing the culture" project, better coordinating support for victims of harassment and improving campus support for student disciplinary investigations and hearings.
- We'll develop pioneering work on student communities- mapping social interaction on campus, and working to support student faith groups, students in the city and academic societies to achieve their potential.
- We'll argue for significant change in complaints handling on campus through the establishment of a campus ombudsperson, and we'll improve student involvement in campus disciplinary procedures.

The impact- by 2020:

- 80% of our members will agree that the SU "effectively represents students' academic interests" (Now- TBC July 2017)⁷
- 80% of students will recognise the SU's priority campaigns (Now- 68%)⁸
- 80% students will know about the SU and University's support services and how to access them⁹

⁷ National Student Survey 2016, Question 26

⁸ UEASU Annual Student Survey Jan 2017

⁹ To be tested via UEA student experience research

Social Enterprise- You own this

Our role

We run student bars, cafes and lounges- where everybody knows your name. We operate housing for students- the most student focussed in Norwich. We run a student run shop- things you want, prices you need. We put on safe, great value nights out with friends for life. We run the best, most diverse SU live music programme in the UK. And we help students run events where you and your mates shine.

The Context

We know students love the SU and the LCR, but our entertainments programme is not seen as diverse and many students go elsewhere. Some students are under real financial pressure, and they're demanding faster change to our services and value across our services. Crucially, expansion means there's 1,000 extra students at UEA come September and our services need to be able to serve them in their volume and diversity.

Our ambitions

- We'll be run efficiently, to a high standard, generating a healthy surplus that can be ploughed back into the SU (making the link between surplus and service delivery for members clear).
- We'll employ a high number of student staff who are paid well and gain valuable experience at all levels of our business.
- We'll be an exemplar in relation to safety, security, responsible retailing and ethical practices and purchasing.
- In our programming and product ranges we will meet the widest possible range of students' needs, focussing on minorities as well as majorities, and providing a platform for student talent to shine.

In 2016-17:

- We completed pricing and range reviews, focussed on margins, ensured our wage ratios and GP saw us operating as efficiently as possible, increased our income from marketing and advertising, and delivered £1.4m contribution to the SU's finances to spend on student advocacy and opportunities.
- We developed a low cost "Value" offer across our outlets ensuring students can access the essentials of student life at a price they can afford, introduced successful new hot food offers and worked with student managers to develop and launch service promises in all our outlets- getting queue times down and satisfaction up across the SU by publishing feedback and stats.

In 2017-18:

- Across the year we'll complete Phase Four of the Union House refurb in the Bars and Unio/LCR Floors- delivering over 200 new seats with a focus on daytime usage, improved lighting and access to sockets- as well as doing all we can to keep the queues moving in our shop to cope with increased student numbers.
- **We'll take the SU's food offering to the next level- exploring new lunchtime deli, evening international/dessert and late night food offers, reviewing menus in Pizza, maintaining and developing our Value range in the shop and making Unio even more ethical- working directly with growers and ensuring that every cup sold helps community projects in the developing world.**
- We'll review our entertainments- a wider range of events to serve the full diversity of our membership (less focussed on alcohol or late nights), converting spaces to become the first SU in the UK to open bookable Karaoke and Dinner Party rooms focussed on the needs of international students, launching a student focussed gig ticketing platform and focussing on developing and hiring student talent for our club nights.
- We'll complete negotiations with the council to sign a new long term lease on The Waterfront, relaunching it as the hub of a network of spokes of alternative venues in Norwich- complete with exciting new plans for its development and programme, and a long term investment plan to improve facilities, production and access.
- We'll work with UEA and community partners to take part in NUS' Alcohol Impact scheme, changing social norms around drinking on campus and shaping new attitudes towards responsible alcohol consumption to improve the health and wellbeing of students and create a more inclusive environment for our members.

In 2018-20 we'll go further:

- We'll identify new locations for retail on campus to ensure that all students can access our services easily and develop a long term plan for Union House to ensure it remains a leading student facility building in Higher Education.
- We'll review our Student Managers and Development Boards initiatives, ensuring students have a say at all levels of our business.
- We'll develop a new relationship with UEA Catering that works to reduce its losses, improve the range and lower the price of food on campus.
- We'll implement a review of our supply partnerships to ensure we're getting the best support and deals for students and double our income from commercial partners.

The impact- by 2020:

- Student customer satisfaction with all our Social Enterprises will exceed 80% (Now- ranges from 68% to 80%)¹⁰
- 80% of students will agree that the SU "provides an exciting Events and Entertainment programme that meets my needs" (Now- 66%)¹¹
- We'll consistently meet or exceed financial targets for the social enterprises for every year of the life of the plan (Now- beating budget at £1.3m contribution)¹²

¹⁰ UEASU Annual Student Survey January 2017

¹¹ UEASU Venues team research 2016-17

¹² UEASU Trustee Board Papers- June 2017 Forecast outturn for 17-18 year

Making UEA even better

Our role

As well as having a plan for our own organisation, as the representative body of students we have a plan for improving the Student Experience at UEA. Every year we pass new policies and elect new student officers that will run individual projects and campaigns on the student experience- but these represent our longer, strategic priorities for improving the student experience at UEA.

The Context

The University's Vision says that students will have "heightened student expectations - as students are increasingly likely to demand the best choice, value and highest quality. They will review and share accordingly". They're right. UEA has some student experiences issues it needs to fix, needs to be ready to tackle the looming cost of living crisis that will bite during the life of this plan, and needs a plan to retain and improve its league table positions. Although UEA is a TEF Gold institution, NSS tells us that there are problems that need fixing (especially on assessment and feedback), and the University will also have to respond to student contracts and implement (at subject level) the Teaching Excellent Framework in coming years- students will need to know their rights (and how to enforce them) and will need a counterbalance to individualism, consumerism and an over-reliance on league tables and metrics.

Our ambitions:

- Students and academics will co-create to produce the most effective and inspiring education. We'll be renowned for learning and teaching excellence.
- The University will meet, not manage, changing expectations – and it will give today's students what they need to develop the advanced knowledge, expertise and life skills international employers demand.
- The University will offer innovative and outstanding student support that understands deeply the student learning experience of today's students.

In 2016-17

- We delivered three major student experience projects- a review of the experience of associate tutors at UEA, a review of the placement experience for students to improve experience and support, and a student experience report covering everything from teaching and learning to timetabling.
- We secured over 50 wins for students, (including a major increase in Library study space, more resources for trained people and better processes when/if students report or disclose sexual harassment/assault and ensuring the library bus more e-books to make sure that core texts available). We also lobbied for and agreed a new UEA wide mental health plan for students.

In 2017-18

- We'll pressure UEA to implement and fund a major new institution-wide mental health and wellbeing strategy on campus- and we'll work with the Vice Chancellor to become an exemplar implementation campus from the UUK taskforce on sexual harassment and violence, taking "Never OK" and "Good Night Out" into the city through a new community partnership.
- We'll work with other SUs to conduct and launch research into student attitudes to teaching excellence, lobby the new OfS to recognise the power of student representation, and work with the Uni executive to ensure subject level TEF prep drives positive change- insisting on dramatic and rapid action when it comes to assessment and feedback improvement.
- We'll be relentless in our pursuit of suitable facilities for students on campus as student numbers expand- ensuring student focussed outcomes in the refurbishment of the campus, working together to create temporary social learning space as the student body expands and holding the University's feet to the fire on suitability of teaching and learning spaces, timetabling and social space.
- We'll collaborate with NUS to tackle student financial support- delivering research into the day to day costs faced by students and calling for a University wide approach to consultation on fees and charges. And we'll develop a clearer agenda on employability- calling for better career links in schools, a joined up approach on extra-curricular and a new University wide career opportunities programme.
- We'll strengthen the student-academic partnership within a new Student Charter, focussing on driving innovation, use of technology and added academic value, and we'll secure a new UEA wide standard on involvement of and consultation with students about its services.

In 2018-20 we'll go further:

- We'll develop a new strategic partnership with Norwich University of the Arts, City College Norwich,, Easton & Otley and UEA on the Norwich student experience, ensuring that the City develops to further enhance being a student at UEA.
- We'll secure a strategic review of the "non academic" student experience on campus, improving proactive/preventative work, looking in detail at respective roles and examining new methods of delivery like peer support.
- We'll investigate "onboarding" and transition programmes for new students that tackle academic skills, life skills and culture gaps faced by new students- especially those from outside of the UK- tackling the issue of the structure of the academic year in the process.

The impact

- The University will be in the Top 10 in the NSS for organisation and management, assessment and feedback and academic support (NOW O&M 49th, A&F 113th, AS 42nd)¹³
- 70% of students will report that the SU has had a positive impact on the student experience delivered by UEA (NOW 64.03%)¹⁴
- UEA will retain its top 20 status in all the major tables (NOW Guardian 18th, Complete Uni Guide 12th, THE Table of Tables 16th, THE Student Experience 15th)

¹³ NSS 2016. Includes whole market.

¹⁴ UEASU Annual Survey 2017. Note 20% on the fence.

UEASU- An organisation to support our ambitions

The Context

The SU now has good processes and management, a strong team of staff, volunteer and officers and a stable financial model. However we're still heavily leveraged on our trading activity, our corporate governance isn't open and involving enough, and our staff are telling us that their wellbeing and training and development needs are not being fully met. We also need to ensure that we're keeping up with the latest developments in IT to ensure we are being as efficient and engaging as possible.

Our ambitions:

- We will operate outstanding student led governance, with students making decisions at all levels- underpinned by high quality management, communications and internal processes with a strong financial base.
- We will have a strong, assertive partnership with UEA and others on infrastructure and culture, reducing duplication and maximising the money we have to spend on charitable outcomes.
- We will have great stats- We will be top ten in the National Student Survey for Students' Union Satisfaction, and we'll have an outstanding grade in the Students' Union Quality Mark.

In 2016-17

- We completed additional building work to improve the accessibility of Union House, refurbished key areas to ensure the building always looks "Brand New" and embedded work on NUS' Green Impact scheme on waste, travel, procurement, biodiversity, and energy use.
- We developed and agreed an SU wide staff wellbeing plan improving happiness and improving social opportunities for staff, introduced quarterly performance reviews to improve feedback from managers, and invested in management development at all levels of the organisation.

In 2017-18

- Business intelligence, data and systems will be a key focus for the year- we'll improve the connections between our systems, drive efficiencies in financial processing, enhance use of feedback to move toward "real time" response and commission work on developing data insights for decision makers across our social enterprises and charity operations.
- We'll develop a new digital focussed comms strategy- improving understanding of the SU amongst members, trialling ways to treat students as active insiders, and getting positive proactive PR into the student and wider communities. We'll also pilot a new staff ownership scheme for IT procurement and introduce new tools for collaboration, social networking, project management, and task management for staff.
- We'll take our work on Student Staff to the next level- employing more students to further improve the student-career staff balance, introducing new student managers across the organisation, developing our terms conditions and training around student needs and striking a major new partnership with the Trade Union movement on rights at work.
- We'll further enhance our work on wellbeing- supporting the wellbeing champions scheme, reviewing HR practices to reduce stress, improving teamwork across the organisation, working to improve social opportunities in partnership with key UEA departments and making a major investment into flexible resilience development for all our career and student staff.
- We'll take a lead role in driving partnerships between SUs- developing new types of learning and development experiences for officers, acting as the delivery partner on a new skills sharing partnership between SU managers, and asking all departments to help facilitate the sharing of expertise, resources and ideas with other SUs.

In 2018-20 we'll go further:

- We'll carry out a comprehensive corporate Governance review that seeks to emphasize our role as a co-operative, mutual democracy and improves input from students and external volunteers.
- We'll invest in training and development for all career and student staff, with all enrolling in Personal Development Plans.
- We'll secure facilities for students in the City and develop a programme of work that ensures our services are accessible off campus.
- And we'll review performance against the revised Part Two of the SU quality model and improve our Governance, Communications, Relationships, Engagement, Leadership and Management in the process.

The impact

- We will have achieved a placing in the top 10% of UK students' unions as measured by the National Student Survey (Now- 2nd Quartile¹⁵)
- We will retain an 80% staff engagement score in annual research (Now- 71%)¹⁶
- We will have secured and retained an "excellent" grade in the Quality Students' Unions scheme (Now- "Very Good") and we'll be a "Gold" Green Impact and Best Bar None Union (Now- "Good" and "Working Towards" respectively)¹⁷
- We will reach a student:career staff salary ratio of 65% (Now- 54.5%)¹⁸

Underpinning plans that enable the SU to transform

As well as this strategy, there's a bunch of underpinning plans that our Trustee Board review at each meeting that help us to transform. They look specifically at our Corporate Governance, Communications & Relationships, Finance, People, Building & Facilities and Equality & Diversity.

¹⁵ NSS 2016 Question 23

¹⁶ UEASU employee engagement survey 2017, % agree "I would wholeheartedly recommend this organisation as a good place to work"

¹⁷ QSU Report Summer 2016; Green Impact assessment June 2017; Best Bar None assessment 2016

¹⁸ 15/16 UEASU Audited Accounts

This year we will rationalise, simplify and these as well as improving student and staff involvement in their design and delivery. We'll also introduce a defined annual cycle so that students and staff know how the SU works and when/how it makes decisions, and we'll develop new ways for students to get involved with the development of our ongoing strategy.

More detail is available online at <https://uea.su/strategy>

Transforming Healthcare Students

Our role

Our joint School/SU project tailors the student experience for **healthcare** students, providing and supporting opportunities and representation in a way that accommodates their programmes and recognises their demographic- both by leaning on SU and UEA services to be more flexible, and by putting on events services and activities especially for this group.

The Context

Health Sciences students have to evidence 37.5 study hours a week, complete up to 2300 hours of placement up to 100 miles from campus, and attend lectures up to a mile away from the square. Courses are strictly externally regulated and the politics of the NHS has a direct impact on studies. Lots of students are 'widening participation'- mature and not traditionally academic. Yet our award winning project is making inroads with improvements in satisfaction on social capital and representation- but there's still lots to do.

Our ambitions

- We'll identify and remove the barriers to involvement in student events and activities such as Welcome Weeks, Clubs and Societies and other opportunities/services we provide and facilitate.
- We'll be as good at supporting and advocating for students as we are for "traditional" students, running bespoke programmes and activities to achieve the same outcomes.
- We'll know and understand **healthcare** students- supporting them to advocate for and represent each other, and we'll maintain a strong partnership with the School to help them to better understand students and where improvements can be made.

In 2016-17:

- We carried out research into availability of opportunities for, and representation of Health Sciences students, seeing exponential growth in satisfaction over 2 years in some areas and further room for improvement in others.
- We completed research into the placement experience for **healthcare** students and developed a **healthcare** student experience report with recommendations at school faculty and UEA level.
- We ran a bespoke events and programmes for **healthcare** students, winning the 2017 NUS Education Award in the process.

In 2017-18:

- We'll monitor, review and report on the impact that the removal of the NHS Bursary has on students and we'll work with the Health student societies to produce bespoke resources on Extenuating Circumstances and Fitness to Practise.
- We will release a specific report on **healthcare** student involvement in all engagement activities including student reps, attendees at our events, and clubs and societies.
- We will research out of term services for Health Sciences students and involve students in championing our city-based events, launching a pre-release of our new City-based night out exclusively to Faculty of Medicine and Health Sciences students.

In 2018-20 we'll go further:

- We'll facilitate events and programmes focussed on breaking social barriers between Health Profession societies, working with Health Professions' Societies to organise multi-disciplinary events in Union House.
- We will have costed funded and implemented a West Campus Hire Bike Scheme for students, as well as championing the development of a road link between central and west

The impact- by 2020:

- 100% of committee positions filled by students
- **Healthcare** satisfaction scores for the SU will be in the top three of UEA Schools

Transforming Postgraduate Students

The Context

We want postgraduate students to feel like part of the SU. This is why we have shown our commitment to being at the heart of postgraduate life with the Graduate Centre in Union House – a hub for students' social and academic life. Postgraduate students are such an integral part of the university, being both students and often teachers; however, they are often forgotten or left behind.

Our ambitions:

- We'll create social capital and cohesion within the postgraduate community at UEA.
- All services offered by the SU will be used by postgraduate students, tailored to their needs.
- Postgraduate students will feel part of the SU and take ownership over PGSU.

In 2016-17

- We developed the graduate student forums, making sure all PG students are represented by their peers.
- We carried out research into the employment of Associate Tutors and PGR mental health and lobbied to make the library PG room accessible to students on an integrated masters programme.
- We developed a PG sports programme, with three PG-exclusive sessions a week, ran a PG summer programme, and empowered students to organise their own events through the PG Social Grant.

In 2017-18

- We will conduct research into the wide variety of experiences of PGT courses and its impact on students and develop specific programmes to support postgraduate students in finding housing

- We will understand barriers to leadership and develop leaders in the postgraduate committee.
- We will develop a specific range of activities exclusively for postgraduate students to fight loneliness and create a PG community, supporting groups of postgraduate students to run their own events via the social grant.
- We will organise activities in UNIO such as a book club/book swapping bookcase, games evening, the language café and many more to provide non-alcoholic event options for PG students.

In 2018-20 we'll go further:

- We will develop a comprehensive strategy on the issue of loneliness and PGR mental health on campus.
- We will develop consistency standards in how PGRs who teach are treated across faculties.

The impact

- We will have engaged over 1,000 postgraduate students at their time at UEA.
- We will have a better understanding of the postgraduate experience, and that of PGR students in particular.
- PG students will report there is a strong support network and plenty of catered activities for them to enjoy.

Transforming International Students

The Context

Almost a third of UEA students are from overseas, but not enough are student leaders. They often don't identify with the SU or understand fully how it works. An international assembly is in place but we need a better way of empowering them and making sure that internationalisation is at the heart of what we do.

Our ambitions:

- Home and international students will be fully integrated, providing a rich global community experience for all students
- International students will lead internationalised campaigns and fight for their students' rights.
- There will be a global perspective in all SU activities, creating a safe and inclusive environment for all.

In 2016-17

- We launched a sub-site on uea.su focusing solely on the needs of international students, a hub for relevant and practical information that can be translated into different languages and recruited multilingual advice volunteers.
- We designed and delivered sessions on empowering international students to take on leadership and job roles within the SU and provided work experience for international students across all of our services.
- We had a wide range of activities catering for international students, from the welcome period all the way to the exam period. This included the biggest cultural event on campus - Go Global.

In 2017-18

- We will provide bespoke guidance on housing, ensuring international students understand their rights and the processes of local letting agencies, lobby the university to provide a guarantor scheme, and focus students' employment rights via the advice service
- We will create events promoting friendship and belonging during the welcome period and beyond, by supporting and developing cultural nights on campus, working with student groups to lead and promote these.
- We will ensure that UNIO has events that will focus on integration and friendship, review our range of international foods in the shop and add tools to the web to automatically translate electronic materials

In 2018-20 we'll go further:

- We will collaborate with UEA to create a hub for international activities on campus by bringing together all relevant parties in the institution.
- We will aim to provide a safe and fun world music night in Norwich.
- We will expand our flagship event of Go Global to a whole week of global events across the university.

The impact

- We will have at least one international student running for a full-time officer position, and an international student in a part time position that is not one of the international specific ones.
- We will have increased international student engagement in UEAsport and clubs by 30%, and societies by 20%.
- We will have increased the number of home students attending global events by 10%.

Transforming Equality

Our Role

We work with the university to become more accessible to students in liberation groups (LGBT+, Women, Students with Disabilities and Ethnic Minorities) and wider student groups (international, mature, students of faith) and work to ensure all students are included in our activities, services, opportunities and representation structures.

The Context

We are proud of our work on equality and diversity, however there is more to be done. We've made real progress on student staff but international postgrads remains an issue. We need to embed E&D into everything we do, ensuring that our work delivers real change in students' lives, with students leading on this work.

Our Ambitions:

- We'll ensure that every member of staff and student leader is confident working around liberation, equality and diversity.
- We'll collect evidence about, consult and involve each liberation group throughout all our activities.
- We'll provide more opportunities for students to get involved and shape our work on equality and diversity.

In 2016/17:

- We launched the LGBT+ Student Survey, Take a Stand and UEA Unity around improving inclusivity in societies.
- We trained over 57% of course reps and 70 societies- and we hit multiple equality and diversity targets within our student and career staff teams.
- We trained all our bar staff, new retail staff in Good Night Out and have begun to train staff in venues in the city.

In 2017/18:

- We'll support the negotiation of new statutory liberation societies to better coordinate campaigning, democracy and peer support for students in liberation groups and enable more students to be involved and shape our E&D work.
- We'll expand the education and training we deliver for staff, student leaders and stakeholders in the local community.
- We'll help all student clubs, societies and groups to diversify, improving training and encouraging all groups to set targets on diversity that reflect their situation and stats.

In 2018-20 we'll go further:

- Students will lead in all areas of our E&D work including training, campaigns, delivery of services and research.
- We'll publish a full participation and usage audit of all SU activities and services, developing bespoke strategies to close gaps in each.

The Impact

- By 2020 80% of staff and students will recognise our work on liberation, equality and diversity.¹⁹
- Students within liberation groups will rate their student experience as highly as the general student population.²⁰
- 200 students will be involved in leading our liberation work each year.

Digital Transformation

The Context

Using technology well can allow students to interact with each other and the SU quickly and collaboratively- but many of our systems are clunky. The SU's Digital Transformation strategy should deliver consistent digital support for the SU's activities, driving down costs, improving management information and enabling better understanding of our members.

Our ambitions:

- Students will be able to get things done with the SU digitally, so we can focus resources on people.
- Analytical tools will drive decision making in the SU.
- We will know a lot about our members and they will feed in to our decision making easily.

In 2016/17:

- We reviewed and updated our data sharing agreement with UEA.
- We implemented a number of process automation tools to refocus staff time on engaging with members.
- We refreshed our hardware and moved more career staff and officers to mobile technology.

In 2017/18:

- We'll launch an SU app, improve accessibility on our website and launch a new website design, as well as integrating a new box office website onto our platform.
- We'll roll out Office 365 Groups and Teams, allowing real time interaction and collaboration between leaders and SU staff
- We'll invest in data analytics to drive decision making across the organisation and work to reduce manual processing across our services

Where the money goes

The Students' Union is an independent registered Charity with two subsidiary companies- one that operates the SU's social enterprises on campus, and the other that operates the Waterfront venue in the City. We operate on the lowest direct grant from the

¹⁹ As measured by responses to staff survey and UEASU Annual Survey

²⁰ To be tested via UEA student experience research

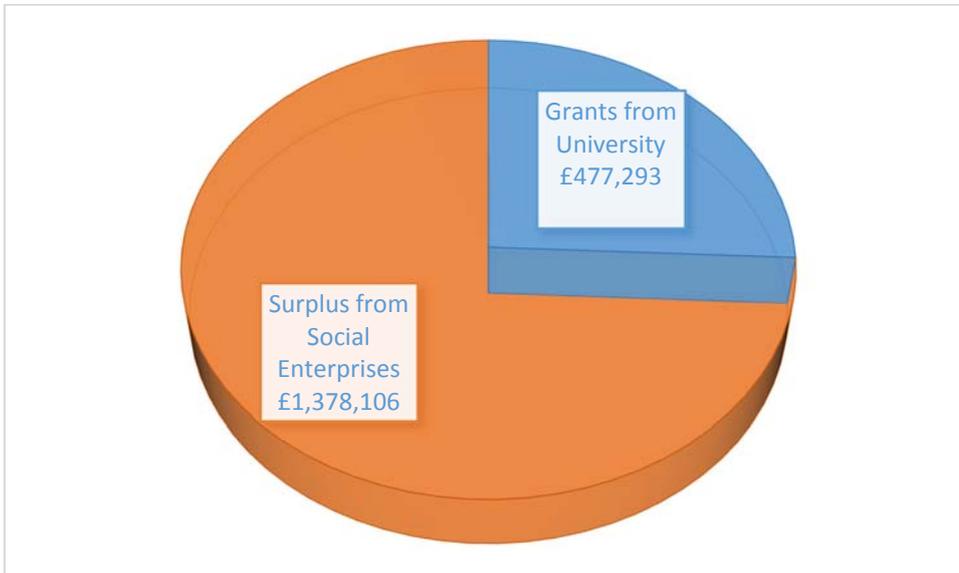
University to an SU of any English mainstream University- with the bulk of the remainder of our income coming direct from students that use our social enterprises.²¹

Income

Where the money comes from

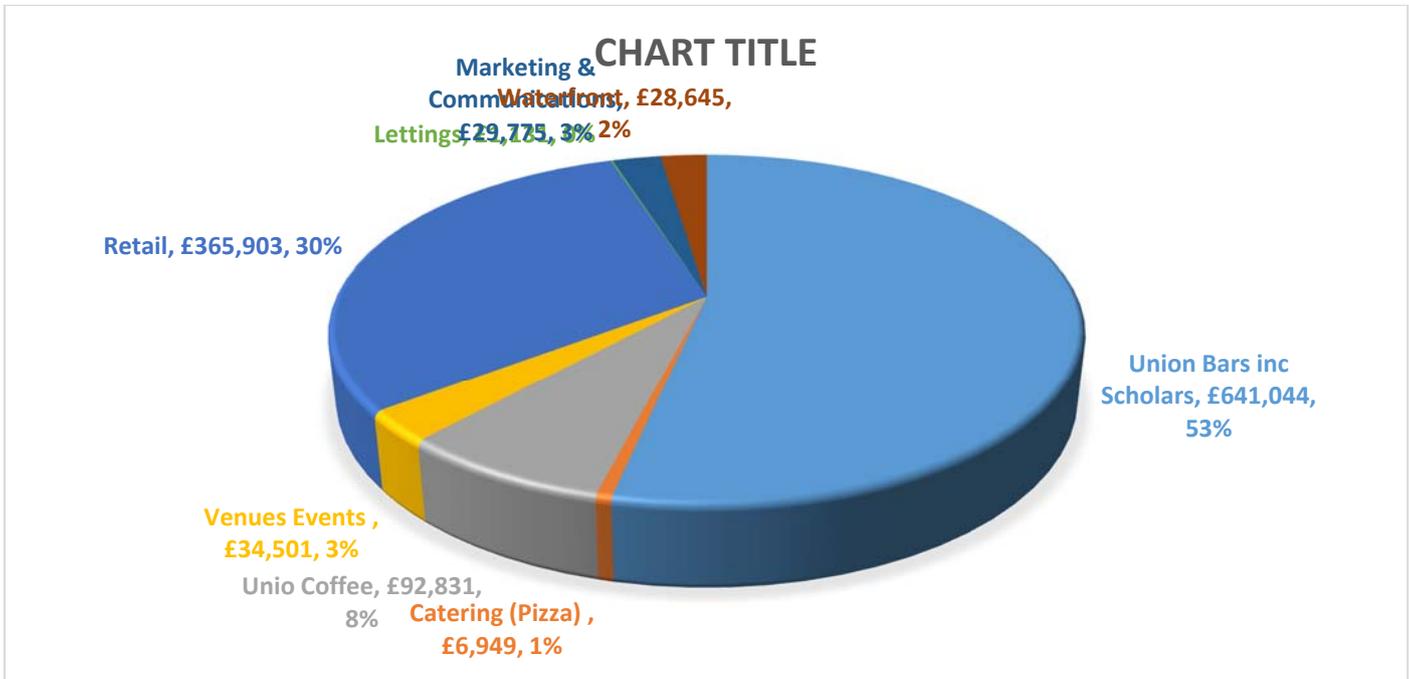
University Grant- This is funding allocated to the SU by UEA from your tuition fee

£31.69 per student



Social Enterprises

²¹ Figures from UEASU Budget 2016/17



Charitable Expenditure

